

Section 1: EXECUTIVE SUMMARY

Contents

1.1 Introduction

1.1.1 Purpose of a Consolidated Plan

1.1.2 Policy framework

1.1.3 Key plans referenced in development of the Consolidated Plan

1.2 Consolidated Plan goals

1.3 Funding Priorities

1.4 How have the **needs** of Seattle’s communities and residents changed since the 2005-2008 Consolidated Plan?

1.5 **Challenges** in meeting Consolidated Plan goals

1.6 **Institutional partnerships**

1.7 What is **new** in the 2009-2012 Plan?

Section 1: EXECUTIVE SUMMARY

1.1 Introduction

1.1.1 Purpose of a Consolidated Plan

The City of Seattle, along with its regional and community partners, contributes to a diverse and substantial number of programs and services to enhance the quality of life for Seattle's no- to moderate-income communities and residents. The 2009-2012 Consolidated Plan for Housing and Community Development describes Seattle's housing and community development needs and outlines strategies to address those needs over the next four years. The Plan provides policy guidance for the implementation of programs and services funded by four grants received by the City from the U.S. Department of Housing and Urban Development (HUD).

When submitted to and approved by HUD, the Consolidated Plan represents an agreement with HUD that guides grant expenditures of approximately \$21 million in the four federal grants. The four federal grant programs covered in this 2009-2012 Consolidated Plan are:

- Community Development Block Grant (CDBG)
- HOME Investment Partnership
- Emergency Shelter Grant Program (ESGP)
- Housing Opportunities for Persons with AIDS (HOPWA)

1.1.2 Policy framework

Seattle has enjoyed a long and successful history with the CDBG, HOPWA, ESG and HOME grant programs.

- HOME funds must be used to create affordable housing for low-income households. Eligible activities include homebuyer assistance; creation or rehabilitation of rental or ownership housing units; and tenant-based rental assistance.
- Emergency Shelter Grant funds support the operations of homeless shelters.
- HOPWA funds support housing and services for persons living with HIV/AIDS and their families.
- CDBG is the most flexible of the programs: a great variety of activities that support low- and moderate-income persons may be funded with CDBG. Because of its flexibility, the City has relied on CDBG in the past to support a wide number of activities.

To the extent allowed, and in consideration of other resources available to the City, the 2009-2012 Consolidated Plan goals and strategies support the following priorities of the Mayor and the City Council:

Mayoral Priorities

- **Get Seattle Moving** - We must be able to move goods and people around the region efficiently.
- **Keep Our Neighborhoods Safe** – Give police and fire department personnel the tools to do their difficult jobs, ensure accountability for actions taken, and ensure we are the most prepared city in the United States for natural or man-made catastrophes.
- **Create Jobs and Opportunity For All** - Economic opportunity during these difficult times means creating jobs and an environment that invites new investment in Seattle.
- **Build Strong Families and Healthy Communities** - Every part of this city is unique and vital to our growth and our ability to sustain what we love about living and working here.

Council Priorities

- Foster safe, just, and healthy communities for all
- Invest public resources fairly and effectively
- Build a livable city for our future

1.1.3 Key plans referenced in development of the Consolidated Plan

The City of Seattle is fortunate to draw on a wealth of internally- and externally-developed plans to guide the creation of strategies and funding priorities to meet community needs. Integration of priorities identified from these community-based plans into this Consolidated Plan offers the advantages of avoiding redundant planning processes, enhancing coordination and leveraging of funds among the multiple federal, state and local resources used by the City and its partners to create the housing and service network, and honoring the staff expertise and stakeholder and consumer feedback embedded in these established plans.

A partial listing of plans referenced by or integrated into the 2009-2012 Consolidated Plan includes:

- Seattle/King County Domestic Violence Regional Council Plan
- Area Plan on Aging, 2008-2011, Seattle/King County
- Seattle/King County Public Health Operational Master Plan
- Office of Housing – Seattle Housing Levy Renewal Technical Advisory Committee
- Human Services Strategic Investment Plan
- City of Seattle Analysis of Impediments to Fair Housing Choice
- Toward a Sustainable Seattle: City of Seattle Comprehensive Plan
- Seattle Housing Authority Strategic Plan 2005-2010
- 2008 Moving to New Ways Annual Plan, Seattle Housing Authority

- Southeast Seattle Action Agenda
- A Roof Over Every Bed: Our Community's Ten-Year Plan to End Homelessness in King County

A complete listing of the plans reviewed as part of community consultation to develop the 2009 Consolidated Plan can be found in Section 6.2 - Consolidated Plan Reference Tools.

1.2 Consolidated Plan goals

HUD has adopted a performance measures matrix to identify and clarify the goals and objectives for the Consolidated Plan funds. Listed below are each of the HUD goals and specific strategies the City of Seattle will use to guide expenditures of Consolidated Plan funds in accord with HUD priorities over the next four years. The strategies will involve the federal funds as well as significant leveraged resources from the City General Fund, state and other local and private foundation sources. For a more information regarding the chosen strategies, see Section 4.1. - Four-Year Strategic Plan Matrix.

2009-2012 Seattle Consolidated Plan Goals	
HUD GOAL	City Strategies
1. Promote suitable living environments	<p>A. Support development of community facilities for non-profit agencies</p> <p>B. Coordinate essential domestic violence services and move toward prevention</p> <p>C. Increase availability of affordable housing</p> <p>D. Increase use of affordable housing as a catalyst for distressed neighborhood economic development</p> <p>E. Improve infrastructure and community resources in distressed neighborhoods to promote economic development and quality of life.</p>
2. Support Decent Housing	<p>A. Prevent homelessness</p> <p>B. Move people rapidly from homelessness into housing</p> <p>C. Measure and report on Ten Year Plan to End Homelessness outcomes</p> <p>D. Assist domestic violence victims to access and/or maintain stable housing</p> <p>E. Provide service-enriched housing for homeless and/or special needs populations</p> <p>F. Develop and maintain Seattle's supply of affordable rental housing</p> <p>G. Increase opportunities for low-income households to purchase and/or maintain their own home</p>
3. Promote Economic Opportunity	<p>A. Increase economic development opportunities for small and minority owned businesses in distressed neighborhoods (by target area)</p> <p>B. Support commercial corridor revitalization to provide economic opportunity for entrepreneurs, increase jobs, and improve access to goods and services for all distressed neighborhoods</p>

1.3 Overview of City Funding Priorities

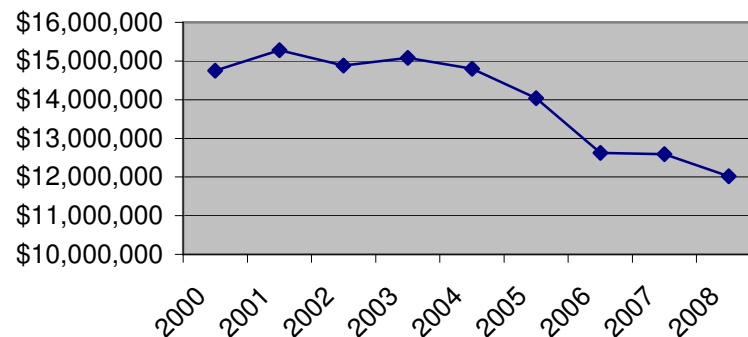
- **Seattle makes a major investment of its own funds to create a safety net.** CDBG, HOME, HOPWA and ESG funds play a critical role in the City’s strategies to address the needs of no- to moderate-income people in our community. However, one should view the funds in the context of major investments made by the City to create a “safety net” for those in need. For example, as of 2008, our City contributed nearly \$68 million annually to health and human services through its General Fund and the Families and Education Levy.¹

In addition, Seattle voters have approved for 16 consecutive years over \$242 million in local Housing Levy funds to provide affordable housing opportunities for low-income Seattle residents. Seattle’s Office of Housing estimates that every \$1 in CDBG funds leverages \$3.21 in other state and local capital funds invested in affordable rental housing development.

- **Public funds provide gap financing for economic development projects.** Similarly, lending from CDBG Section 108, Float Loan and Equity Fund provides necessary gap financing to stimulate private housing, commercial and mixed-use development. Oftentimes, projects are not feasible without this public sector involvement in certain areas of the City. From 2001 to 2007, the City invested \$37,487,134 in projects that resulted in 728 new residential units and 255,803 square feet of commercial space. The City’s investment leveraged over \$110,000,000 in private funding in these projects.
- **Federal funds have decreased.** As federal funds decreased over the last eight years, especially in the now-\$12 million CDBG program (down from \$15 million in 2001), the City has focused its use of the federal grants into fewer priority areas and activities while at the same time honoring the maintenance of projects that represent long-term investments (such as affordable housing development and assistance to homeless people), and leveraging state and local funds in support of critical city and regional initiatives (such as the redevelopment of Southeast Seattle to coordinate with rapid transit infrastructure). The following chart shows the decline in CDBG revenues in recent years.

¹ Human Services Department, *Strategic Investment Plan*, May 6, 2008, page 6.

2000-2008 City of Seattle CDBG Yearly Allocation



- Ending homelessness and revitalizing Southeast Seattle will be overarching goals for Consolidated Plan funding.** In response to this decline in CDBG funding, the City in 2006 decided to focus its CDBG funds on two priority areas. For the 2009 – 2012 Consolidated Plan, the City plans to continue to focus the funds on two main areas: 1) supporting the Ten-Year Plan to End Homelessness; and 2) supporting economic development in the Rainier Valley (Southeast Seattle). The City leverages its own General Fund and many other state and local sources to extend the reach of these four federal programs in order to support necessary community and economic development and social service programs that are often integrally tied to the success of the activities supported by the Consolidated Plan's programs.

For program year 2009, we estimate having \$13.5 million available to us in CDBG-related resources. Of that amount, almost 88% or \$11.8 million will be allocated to the two priority areas, including preserving and building affordable housing; providing operating costs of services for homeless persons; and fund the Rainier Valley Community Development Fund. The remaining \$1.7 million is divided between grant and program administration, policy planning, business assistance and development, and social services facilities development.

- Some programs will no longer receive CDBG support due to decreases in funding.** In previous years, the City of Seattle relied on CDBG to support a number of programs. Because of decreases in funding, these programs no longer receive CDBG support (although other City funding and resources may have been diverted to meet these needs):
 - Child care subsidies
 - Case management services for seniors and disabled persons
 - Business façade improvement program
 - Parks upgrades in low- and moderate-income neighborhoods
 - Small neighborhood infrastructure projects

- **The City anticipates \$7.2 million from HOME, HOPWA and ESG.** Current revenue estimates related to the remaining three Consolidated Plan funds (direct grant from HUD and program-related income) are as follows:
 - HOME: \$5.1 million
 - HOPWA: \$1.6 million
 - ESG: \$542,360

Because HOME, ESG, and HOPWA programs are much smaller than CDBG programs and are authorized by Congress for more specific purposes, their uses are already focused on specific activities. For more detail on the policies and initiatives informing the priorities for the City's use of CDBG, ESG, HOME and HOPWA federal funds, see Section 4. 1 - Strategic Plan.

- **In 2008, the City of Seattle’s Consolidated Plan funds were allocated in the following manner using the HUD’s Objective/Outcome matrix.** We anticipate 2009 allocations to follow this general pattern. HUD allows local jurisdictions substantial discretion in classifying programs and activities. Overlap between the various outcome categories is apparent. For instance, there is a debatable line between “accessibility” and “affordability”; for many households, the cost of a service or housing unit is the primary factor in its accessibility to that household. The main federally funded activities categorized into each cell of the matrix are identified below:

Distribution of 2008 CDBG, ESG, HOME, HOPWA funds by Stated Goals

2008 All 4 funds	Outcome	1. Accessibility	2. Affordability	3. Sustainability
Objective				
1. Suitable Living Environment		\$4,049,504 (shelter and services for homeless persons)	\$115,348 (transitional housing assistance)	\$1,738,472 (CDBG planning & admin & social service facility capital improvements)
2. Decent Housing		\$3,934,268 (rental assistance, homebuyer assistance)	\$818,247 (housing planning & admin)	\$6,089,049 (increasing or preserving the supply of affordable housing)
3. Economic Opportunity		\$4,988,675 (business development funding)	\$15,000 (development of affordable loans for business developments)	\$0

1.4 How have the needs of Seattle’s communities and residents changed since the 2005-2008 Consolidated Plan?

Much of our analysis confirms trends that are already informally discussed by community members. Indeed, our current programming of CDBG, HOME, HOPWA, and ESG funds already responds well to key needs identified by community members. We are fortunate that these federal funds are also leveraged by a considerable investment of local resources, including the existing Seattle Housing Levy, other local voter-approved funding initiatives, private foundations, and the City’s General Fund. Major items of interest in our current needs analysis include the following:

- **Seattle’s strengthening economy over the last five years has led to rising land values and residential and commercial rents.** These increases pose a challenge for many residents and businesses seeking affordable housing or commercial space. Small businesses located in previously underinvested neighborhoods such as the Central Area, the International District, Rainier Valley, and Delridge are particularly affected.
- **Nearly 20% of Seattle renters pay more than half their income for rent.** Due in part to rising rents, approximately 19% of renters in Seattle pay more than half their income for rent (approximately 21,400 households, not including one-person student households). These renters face a severe cost burden and are at risk of losing their housing. Paying more than half their income for rent makes it very difficult for these renters to afford other household expenses—at a time when food, transportation, and many other critical needs are increasing in price.
- **A growing economy with low unemployment drives up wages and costs.** According to a Forbes.com July, 17, 2008 article², “Seattle’s 3.7% unemployment rate, well under the national average of 5.5%, would normally be a good thing. Seattle’s prices are up 5.8% from summer 2007, a tie for the highest inflation rate in the country with Dallas, where high energy costs for home cooling and driving are eating up incomes.”
- **Home prices have risen faster than incomes.** Although home prices have begun to decline, the past eight years have seen home price growth that has significantly outpaced wage growth. From 2000 to 2008, the average single family home price increased 77%, from \$316,800 to \$559,300, and the average condo increased 62%, from \$244,050 to \$396,150. Meanwhile, the annual salary of the average Seattle worker increased only 31%, from \$49,000 to \$64,000 in the same period.
- **Light rail construction has disrupted conditions for many businesses in Southeast Seattle.** Link Light Rail construction along Martin Luther King Jr. Way South was substantially completed at the end of 2007 and many of the neighborhood’s businesses

² Woolsey, Matt. Forbes.com – Real Estate, “America’s Increasingly Unaffordable Cities”, http://www.forbes.com/realestate/2008/07/18/inflation-unaffordable-cities-forbeslife-cx_mw_0718realestate.html, last visited 8/11/08.

are in a fragile and vulnerable state as a result of the length and significance of the construction activities that interrupted their business activities.

- **In some underserved neighborhoods, new development requires public support to be feasible.** In Seattle's Central Area, Delridge/Southwest Seattle, Chinatown/International District, and Rainier Valley/Southeast Seattle neighborhoods, new mixed-use and commercial economic development projects that fulfill both affordable housing and commercial needs cannot generally be developed feasibly without support from a public financing or assistance program.
- **More than 9,000 people used homeless services during 2007.** The Safe Harbors Homeless Management Information System shows more than 9,000 uniquely identified and unduplicated people received services from participating publicly funded emergency shelters and transitional housing programs in King County during 2007.
- **More than 6,000 county residents are living with HIV/AIDS.** There were 6,320 King County residents living with HIV or AIDS at the beginning of 2008, of whom approximately 80%, or 5,047 live in Seattle.
- **Approximately 17% of people living with HIV/AIDS need housing assistance.** Housing assistance and housing-related services are among the greatest unmet needs identified by persons living with HIV/AIDS, according to data from the 2007 Comprehensive HIV Needs Assessment compiled by Public Health – Seattle & King County. Assessment data estimates that more than 1,036 people living with AIDS need assistance finding housing and/or emergency, short-term or ongoing rental assistance.
- **Despite increases in capacity for emergency shelter and transitional housing programs for domestic violence victims, the turn-away rate for Seattle and King County averages 18 to 1.** In 2007, a total of 981 individuals were served through domestic violence shelter / transitional housing / motel voucher programs in Seattle and King County. Fully 25% of those in the emergency system were young children aged 0-5 years. Another 1,165 adults (who may or may not have entered shelter) received counseling through Domestic Violence Community Advocacy programs throughout King County. Even though emergency shelter and transitional housing capacity has increased for victims of domestic violence in recent years, shelter turn-away rates continue to rise. The duplicated turn-away rate for Seattle and King County averages 18 to 1.

The 2009 – 2012 Consolidated Plan will provide a roadmap to guide the use of the four federal fund sources in efforts to address needs such as these. Programs and activities will be operated or funded by the City of Seattle Human Services Department (HSD), City Office of Housing (OH), and City Office of Economic Development (OED). Since much of our existing programming in recent years has already been shifted to address these trends, the uses of these federal funds will not deviate significantly from the recent updates to the 2005 – 2008 Consolidated Plan. The new Plan, however, will present a more streamlined and integrated view of the needs and Seattle's responses to those needs.

1.5 Past Performance and Challenges in meeting Consolidated Plan goals

Past Performance

The Code of Federal Regulations (CFR 24 § 91.200 of the HUD regulations) calls for a Consolidated Plan “executive summary that includes the objectives and outcomes identified in the plan as well as an evaluation of past performance.” Report data from City of Seattle sub-recipients offers a profile of successful investment of federal, state and local funds. In program year 2007 (the last complete year for which information is available at the time of publication of this Plan), Consolidated Plan funds:

- Preserved or produced 417 units of affordable rental housing
- Helped 61 families purchase their first homes
- Moved 972 homeless households into transitional or permanent housing
- Averted housing loss (evictions) for 784 households
- Provided \$8.8 million in CDBG-secured loans to three community and economic development projects
- Helped develop 21,500 square feet of commercial or community space for businesses and neighborhoods
- Provided \$2.5 million in loans to four businesses in the Rainier Valley to promote community revitalization

The plan for 2009 and beyond is to continue these types of successes.

Challenges

CFR 24 § 91.215(a)(3) states that the Strategic Plan will...” identify any obstacles to meeting underserved needs.” For a detailed analysis of the scope and diversity of needs anticipated over the next four years affecting Seattle’s communities and residents, see Section 3 – Needs Assessment.

The City will continue to refine the 2009-2012 Consolidated Plan priorities over the next four years to reflect changes in the demand for housing and services, feedback from consumers and constituents, and the increasingly challenging environment urban American cities face.

Challenges include:

- **Changing demographics.** Seattle’s demographics are changing as residents become older and more economically stratified, and as families with younger children tend to move out to the region’s suburbs. At the same time, infrastructure to support residents staying in the city (particularly low-income households with fewer options to relocate) is at capacity in many instances; and may not effectively support the increasing diversity of the population.

While we know that the demographics of the City are changing, quantifying that change has been made difficult by the lack of comparability between the American Communities Survey (ACS) data and the 2000 U. S. Census data. Lack of trend data may hinder the development or reports or studies, thereby hindering the effectiveness of efforts to plan service adjustments and changes.

- **Transportation needs.** Increasing environmental and economic concerns have led residents to demand transit options and regional connections that allow workers reasonably cost-effective means to travel between home and employment sites. Low- and moderate-income workers tend to rely on service sectors jobs (that are often concentrated in the city) while simultaneously needing to live further away from the city center in order to find affordable housing.
- **Housing affordability.** Seattle has limited remaining land development capacity. The resulting pressure on prices leads to increased need for housing affordable to low- and moderate-income households, as well as affordable business development for neighborhood businesses.
- **An increasing refugee and immigrant population.** The City's increasing refugee and immigrant population creates specific challenges for the development of City services, including social services. The Mayor's Race and Social Justice Initiative calls for the creation of a community that is enriched by its diverse cultures, with full participation by all its residents. The delivery of social services is particularly culturally sensitive, however, and efforts to involve clients in the design of the City's service delivery may require changes to established allocation practices and procedures.
- **Underinvestment in some neighborhoods.** Despite rising land values, new development projects in historically underinvested low- and moderate-income neighborhoods are economically challenged by high construction costs and insufficient property values. At the same time, increasing commercial rents pose a challenge to small businesses in these neighborhoods that rely on affordable commercial space for viability.
- **Decreasing government budgets.** Local and state budgets have been affected by the deepening regional economic downturns. As a result, the amount of discretionary funds available for leveraging federal grant sources may be reduced.
- **Decreasing charitable giving in response to the worsening economy.** Non-profit social services agencies, which provide the bulk of the actual delivery of social services and the development of affordable housing, will be challenged during the next several years due to the worsening economic situation. Fewer discretionary dollars may translate into fewer charitable contributions from individuals and corporate sponsors.

1.6 Institutional partnerships

The housing, community development, and human service delivery system in Seattle consists of a number of complementary components. Key public partners that receive Consolidated Plan funds include the City of Seattle's Human Services Department, Office of Housing, and Office of Economic Development. Other City departments and agencies involved in implementation or policy development include the Office of Policy and Management, Department of Finance, Public Health – Seattle & King County, and the Seattle Housing Authority.

Non-profit agency partners are many and varied. Local non-profits include: Seattle Housing Development Consortium, Seattle Human Services Coalition, Minority Executive Directors' Coalition, non-profit housing developers, community development corporations, social service provider coalitions, emergency shelter providers, food banks, other human services providers and agencies working with special needs populations, and community development finance institutions. Private foundations, lenders, developers, contractors, and a range of businesses are also integral partners in advancing the City's goals and strategies. The Committee to End Homelessness, made up of government and local non-profit leaders, as well as consumers, provides vital leadership to the efforts of the Ten-Year Plan to End Homelessness. The Rainier Valley Community Development Fund receives a substantial amount of CDBG funds and is the primary driver behind the City's efforts in the Rainier Valley revitalization.

- **The CDBG Administration Office in the Human Services Department** is the lead office in implementing and administering the CDBG program. The Office provides centralized monitoring, financial management and support to CDBG programs delivered through HSD, Office of Housing, and Office of Economic Development. The CDBG Administration Office assures the eligibility of proposed projects and of compliance with environmental and labor standards regulations, assists in periodic accountability reviews, and provides guidance to City agencies and non-profit organizations in implementing the City's Consolidated Plan.
- **The Human Services Department (HSD)** provides CDBG, ESG, HOPWA, and local funds to social service providers for a wide range of services to benefit families and individuals with low incomes, children, youth, domestic violence victims, seniors, homeless individuals and families, and persons with disabilities. HSD also operates several programs directly, including a child care subsidy program and a utility assistance program. A pool of CDBG funds is also available for HSD to provide capital loans for agencies developing, expanding, or redeveloping direct service facilities.
- **The Office of Housing (OH)** works with housing developers (primarily non-profit), financial institutions, and other public funders to create affordable housing opportunities. OH manages the preservation and development of multifamily housing, coordinates affordable housing development, and creates homeownership opportunities. OH programs include single-family home repair, weatherization, homebuyer assistance, multifamily preservation and production, and developer incentive programs. OH uses a combination of CDBG, HOME, and local resources such as the local Housing Levy to

fund their efforts. OH is the lead agency in administering and implementing, in coordination with the CDBG Administration Office, the HOME and ADDI funds.

- **The Office of Economic Development (OED)** uses the power of City government, CDBG and other funds to support a healthy, diversified economic base and to bring economic opportunities to all of Seattle's citizens, especially the most disadvantaged. OED takes these actions in cooperation with private sector firms, community-based organizations, and other public sector institutions whenever possible. A major undertaking with CDBG funds in the past few years has been the support of business interruption mitigation payments and community development projects in the Rainier Valley (along the path of light rail construction through Southeast Seattle). OED is also the City's lead agency for the development of Section 108 loan funds, with which OED has undertaken several major projects in the past year.
- **The Seattle Housing Authority (SHA)** is a unique housing development and policy-planning partner with the City of Seattle. As the largest public housing provider in the state, SHA has the ability to access special housing support services and continues its commitment to providing and coordinating housing support services for its residents. SHA owns approximately 5,200 units of federally funded public housing, administers more than 8,300 additional units through the federal Housing Choice Voucher Program, administers about 1,100 units of locally funded housing under the Seattle Senior Housing Bond Issue Program, and operates an additional 1,000 low-income rental units financed through tax-exempt bonds and the Low-Income Housing Tax Credit program. SHA is also the local bond issuer for the many non-profit-sponsored-low income housing properties.

Coordination with other Public Agency Programs

Seattle's housing and community development agencies have a number of resources available to them for capital and development funding. The Washington State Housing Finance Commission makes tax-exempt bond funds available for multifamily rehabilitation and first-time homebuyers. The federal Low-Income Housing Tax Credit Program provides assistance to private and non-profit low-income housing developers. The area's development agencies are very active in the pursuit of New Markets Tax Credits. The sale of tax credits to private investors provides significant cash contributions to projects developed by local non-profit agencies. The City of Seattle coordinates and negotiates with these and other public funders to maximize funding and leverage opportunities on a project-specific basis, and to minimize duplicative use restrictions on properties.

Role of Community-based Organizations

Seattle boasts a strong network of community-based non-profit organizations that provide a wide range of high-quality housing and human services for area residents in need. On the housing development side, about 20 non-profit groups and Public Development Authorities (PDAs) have become major developers of subsidized housing in Seattle. They are joined by 12 community-based development organizations (CBDOs). These CBDOs carry out neighborhood stabilization,

economic development, and energy conservation programs. The City has active contracts with nearly 200 human services provider agencies that form the basis of our efforts to support low- and moderate-income persons.

1.7 What is new in the 2009-2012 Plan?

Highlights of the new plan include:

- **A significantly expanded Needs Assessment Section**, including use of 2006 American Community Survey PUMS data to identify characteristics of households with severe housing cost burden and detailed information on new special needs populations including veterans and people with disabilities;
- **A new and more accessible matrix format** (graphic versus narrative) for the Four-Year Strategies Plan (the section that indicates the priorities for programming and services during the life of the plan);
- **Inclusion, for the first time, of information from the Safe Harbors Homeless Management Information System on those who are served by homeless programs.** Homeless Management Information System (HMIS) data collection has been required for HUD-funded homeless programs since 2005. Seattle and King County's Safe Harbors data collection and reporting leads national standards as evidenced by the showcasing of our 2007 six-month report at the National Alliance to End Homelessness conference in Washington DC in the fall of 2008. Michigan was the only other jurisdiction to produce a comprehensive report using automated HMIS data. Information from Safe Harbor's first full-year report on the homeless population served by publicly funded emergency shelters and transitional housing programs in Seattle and King County is now included in Section 3 – Needs Assessment.
- **An expanded Lead-Based Paint (LBP) issues analysis** of the housing inventory affected by LBP and the long term effects of LBP exposure on Seattle's kids and families;
- **Expanded use of accessibility tools** such as alternative text only and translated formats (for access by vision impaired and hearing impaired and non-ESL) availability planned for the published Consolidated Plan
- **A new web-based link to cited plans, databases and studies throughout the Plan in one reference tool**, as well as hyperlinks to full studies and documents in the body of the text for ease of research. The 2009 Consolidated Plan will reference more than 50 City and non-City studies, strategic plans, and policy documents (e.g. the Area Agency on Aging 2008-2011 Area Plan, WSDOT transit studies, state economic development forecasts, Washington Women's Funding Alliance study, United Way plans, Seattle and King County public health studies, etc.)